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MEMORANDUM TO: Chief, Records Management Staff 14 April 1961

SUBJECT : Third Interim Report on SRD
Procedures Survey

1. Completion of my third week has included the following:

(a) The very first procedure change [] made after our discussion last week was to take on additional duties. This may seem contrary to the intent of my assignment, but he and I believe the Office of Security benefits by this this change in the distribution of publications. (TAB A)

25X1

(b) Another immediate action by [] was his elimination of controls and reports he himself developed in R&A Section years ago and which I reviewed with him after visiting the area. These controls served their purpose in the past and we think a trial period without them may prove they are no longer needed. (TAB B)

25X1

(c) Disposal of a two drawer safe and 4 Kardex-type cabinets are also being recommended by me today. (TABs C & D)

(d) The attached list summarizes my daily activities of this week. (TAB E)

2. During this past week, I have had several important talks with [] and his two Branch Chiefs, []. Additional talks with [] Chief, R&A Section, and Mrs. [] Chief, Indices Section, have been similarly rewarding.

25X1

3. This next week I hope to obtain the final collection of facts concerning workload, backlog, overtime, and time required in the Division to process its major units of work. I expect to do this by analysis of Division reports and following units of work from Section to Section to observe actual handling procedures. I also expect to get a list of the Division employees, their job titles, and the work being done by each.

4. Perhaps I am naive or optimistic, but I still hope to have sufficient material by then so as to start assembling it into an interim report and suggestions during the week of 24-28 April.

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Time and cost could be reduced by giving [] re-sponsibilities for such distribution. She would need the distribution lists and notice of changes in the future. An official memorandum to DDS on change of Regulations Distribution Officer is needed and perhaps a similar note to Training and Personnel. Perhaps an internal O/S memorandum will be needed.

25X1

The benefits of this change includes the earlier arrival of hundreds of copies of these publications distributed each year and elimination of duplicate handling and unnecessary interruptions in the Office of the Director of Security and Office of Training Officer.

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PROCEDURE CHANGE
FOR
DISTRIBUTION OF PUBLICATIONS

PRESENT METHOD

1. Agency Regulatory Issuances, Training Bulletins, and Support Bulletins arrive at O/S Mail Room. (SRD/Commo. Sec.)

25X1 2. [] receives the, logs them in and forwards
25X1 them to [] (Regs) or [] (Training and Support
Bulletin).

25X1

3. The Regs and Bulletins return to Pat within a day or two, neatly marked with names of people who are to receive them.

4. Pat sorts and distributes into proper mail slots on sorting rack. Couriers remove and deliver on next mail run.

5. At present, Pat distributes O/Pers. newsletter and any "all Employee" notices from Agency or O/Security.

PROBLEM

If the item is worth receiving by action desk, it should be as quickly as possible. Traveling time and handling costs increase with each new person added to the flow of paperwork. Other office work is interrupted and delayed by each new arrival that requires attention. The publications concerned here are never classified above SECRET and always go to the same individuals. Occasionally, extra copies of regulations go to certain offices and distribution is extended or shortened depending on instructions from the Regulations Control Office, DDS. Distribution lists are in existence and used for Office of Security by []
Additions or deletions on the list are requested by others than the person using the list.

25X1

RECOMMENDATION

The distribution procedure should be shortened. The mail room should receive, open, and distribute these publications and as many others as possible. They should not be sent to another office for distribution approval or guidance that is unnecessary since it adds nothing substantive to the item, and delays receipt at the action desk.

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PROCEDURE CHANGE
FOR
CONTROL CARDS AND REPORTS ON R&A WORKLOAD

PRESENT METHOD

As each case arrives in the Research & Analysis Section, the secretary pulls a 3 x 5 card, notes on it the date and files it as an internal control of that case during its stay in the Section.

When processing is complete and the case leaves the Section, the card file is searched, the card pulled, the date and destination noted and the card filed in the completed file. Every six months, the completed file cards are destroyed.

The regular weekly report includes a computation of the average time required to process cases in the Section; currently about 3 or 4 days. This figure is derived from the control card notations.

PROBLEM

The Section processes several hundred cases each month and this requires an undue amount of the girl's time used to manipulate these cards. Cases could flow faster if the girl could spend more time on cases and less on controls and reports. Can the control cards be eliminated and the report changed? Are the cards worth their cost? Does the average time for handling 700 cases reveal significant delays or speed?

RECOMMENDATIONS

The cards be discontinued, ~~and the~~ the charge out card in the file shows who has the case. Continue to send in a "re-charge" card when case leaves Section, to show current holder of case.

Reconsider information "absolutely" needed on weekly report and eliminate average processing time of total number of cases. Rather report, for corrective purposes, those exceptional cases that took disproportionate amount of Section's time.

The girl will have more time for other work. Eliminate 8 feet of 3 x 5 cards on file. Have a more meaningful figure on report. Shorten report preparation time.

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TAB - 3

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DISPOSAL OF 2-DRAWER SAFE

25X1 In the Indices Section of SRD is a 2-drawer safe that was used by [] who died over two years ago.

The safe is not opened very often. It was last opened some-time before last Christmas and again several months before that.

This seems to indicate the papers in the safe are not very current or active. These papers are in a \$300 safe and take up 4 square feet of valuable office floor space. These safes are in demand in the Agency.

RECOMMENDATION

The office that has taken over [] work should arrange to open the safe, review the papers, and either reassign the responsibility for these papers or destroy them. If necessary, the papers could be retired to the Records Center until such time as they can be destroyed. The safe should go to Logistics for return to the warehouse and reissue as needed.

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TAB - C

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DISPOSAL OF 4 KARDEX CABINETS

SITUATION

In the Files Section, under the sorting table, are stored 4 17-tray, Kardex-type, filing cabinets.

Information is vague, but I gather that this file was kept by [redacted] in South Building in the mid 1940's. This file came into the Overt Personnel Security Records Division in 1947. (The overt and covert indices were separate operations all this time.)

About 1952, the IBM control cards were started for overt cases. Using a duplicate IBM card, a visible index was created and except for some miscellaneous files of that date, every card in the Kardex was transferred to the visible index.

When the transfer from Kardex to the Visible file was complete and checked, approximately in 1956, a disposition of the Kardex contents was started. All of the file from A through D was destroyed before the disposition was stopped.

During the Office of Security reorganization in 1958, completion of the disposal was suggested but the Security Research Staff requested the Kardex file be saved.

PROBLEMS

The Kardex File is incomplete. Part has been destroyed and nothing added since before 1956. The contents were officially transferred to other indices files of SRD. Only SRS makes infrequent reference to this file. Over 10 square feet of office floor space is occupied by these cabinets.

RECOMMENDED

The contents of this file be destroyed and the cabinets returned to the Logistics warehouse for reissue as needed.

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TAB - D

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DAILY SURVEY ACTIVITIES

Thursday, 6 April

Sick Leave.

Friday, 7 April

Sick Leave.

Monday, 10 April

1. Review last week's notes.
2. Prepare 2nd Interim Report to [] 25X1
3. Discuss with [] his change of Distribution System. 25X1
4. Discuss IBM monthly report with [] 25X1
5. Complete attachments for Interim Report.
6. Deliver copy of 2nd report to [] 25X1
7. Attended demonstration of Shelf Filing at Records Management Staff.

Tuesday, 11 April

1. Rewrote notes.
2. Interviewed [] Chief, Indices Section.
3. Attended luncheon for [] leaving Agency.
4. Confered with [] about week's report.
5. Brief talk with [] on progress of Survey.
6. Reviewed accumulation of correspondence in my office and disposed of it.

Wednesday, 12 April

1. Discussed with [] his change of controls and reporting in R&A Section. 25X1
2. Interviewed [] Chief, Indices Section. 25X1
3. Complete design of Indices floor plan. 25X1
4. Discuss with [] his Special Project file in MS 7-10,000. 25X1
5. Discuss with [] the "Pend Slips" procedure.
6. Extended discussion with [] on creation and flow of paper and cards. 25X1
7. Interviewed [] on files and operations of R&A Section.
8. Prepared floor plan of R&A Section.
9. Delivered to Visual Aids some material for bus posters.

Thursday, A.M., 13 April

1. Discussed with [] preparation of Biographical Data sheets by Investigations Branch. 25X1
2. Called Forms Management for samples of 4 part continuous control card forms. 3X5

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- 25X1
25X1
3. Discussed with [] possible rerouting and control of cases.
 4. Discussed with [] possible rearranged bio-data typing.
 5. Discussed with SRD Supervisor advantage of filing cases on one side of folder instead of two.
 - 25X1 6. Interviewed [] about records management and his areas.
 7. Discussed O/Security records disposal with [] 25X1

Friday, April 14

- 25X1
25X1
1. Met with [] to discuss Survey in general.
 2. Interviewed [] on reference files in R&A.
 3. Dave has disposed of several feet of files from R&A Section.
 4. Discussed folders and disposal schedules with [] 25X1
 5. Prepared third interim report on Survey.
 - 25X1 6. Met with [] on Indices Section workload.
 - 25X1 7. Met with [] and analyzed over 20 varieties of Indices cards.
 8. Found another 9 drawers of non-SRD card files to add to inventory.
 9. Pinned down 20 different types of clearance requests processed in SRD.

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